



1

## Introductions

### Planning Team:

Lorraine Roach, The Hingston Roach Group  
[lroach@thrgroup.com](mailto:lroach@thrgroup.com), 208-983-2175  
 Gail Brockbank, Premier Planning  
[gailb@mt.net](mailto:gailb@mt.net), 406-442-4141  
 Clint Blackwood, Blackwood & Associates  
[clint@virtualmontana.com](mailto:clint@virtualmontana.com), 406-431-5020  
 Kate McMahon, Applied Communications  
[kate@appcom.net](mailto:kate@appcom.net), 406-863-9255

### Participants....

2

## Agenda

- Purpose of this meeting
- Strategic Plan process and timeline
- Expectations for stakeholders: info needed
- Trends observed to date
- Current Strategic Plan
  - What's working? Challenges? Implementation?
- Key Issues facing Montana's Tourism & Recreation Industry, Agencies and Organizations
- Next Steps: Info-gathering, Regional Workshops

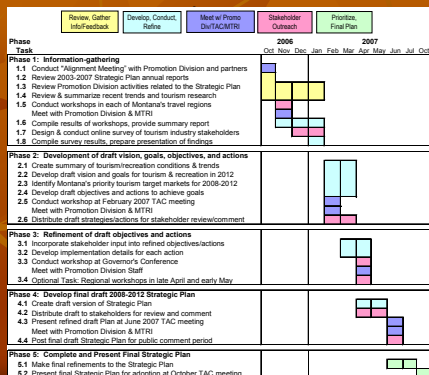
3

## Purpose of Alignment Meeting

- Clarify planning process, timeline
- Identify key issues, opportunities
- Identify stakeholders who need to be at the table
- Review previous planning efforts
- Review general trends
- Discuss next steps

4

## Strategic Plan Process & Timeline



5

## Expectations for Stakeholders

- Participation in regional outreach workshops and Governor's Conference workshops
- Info needed: key issues, opportunities, successes, insights re. trends and markets
- Feedback via online survey, draft materials posted to web site for review
- Willingness to participate in an objective evaluation of Montana's tourism and recreation industry, its competitiveness in the context of state and global trends, changes needed to be more competitive, and bold actions that can be taken to achieve the vision (i.e., be willing to "move the cheese")

6

## Trends Observed to Date

- Socio-Economic Trends
- National/Global Tourism Trends
- Montana Tourism & Recreation Trends
  - Travelers, Lodging Sales, Occupancy Rates
  - Visitor Counts: VICs, MFWP, MHS, USFS, Ski Areas, Sportsmen, OHV, Air/Traffic, etc.
  - New attractions, facilities, events & services
- State & Regional Marketing Efforts

7

## Socio-Economic Trends: National/Global

- Biotechnology, nanotechnology, and robotics are changing medicine, transportation, communications, innovation...and TOURISM!!
- In 2010, U.S. workforce shortage will be 10+ million without increase in immigration
- The number of obese people in the world is equal to the world's underfed population
- 1-in-3 Gen Y's is not white, 1-in-4 grew up in a single parent home
- Zara can design, produce and deliver a new garment to 600+ stores worldwide in 15 days...



## National / Global Trends

- 80% of the jobs that today's kindergartners will occupy in the future do not yet exist
- Half of Boomers' job/knowledge skills were obsolete in 12-15 years; half of Busters' job/knowledge skills will become obsolete in 30-36 months
- 1-in-5 Americans speak a language other than English at home
- Mexico graduates more engineers in 2006 than U.S.
- People over 50 own 77% of the nation's financial assets, spend more time on travel/recreation than any other group



9

## Socio-Economic Trends: Montana

- Population ↑ 33,475 from 2000 to 2005
  - Projected to grow another 33,000 by 2010
  - Growth is fueled by in-migration, not birth/death
- Newcomers bring income, but growth often not paying for itself (shifts costs to existing residents and businesses) – result is income bifurcation
- Montana Per Capita Personal Income, Median Household Income, and Average Wages per Job:

	2000	2003	2004	2005
PCPI	\$17,151 (47th in U.S.)	-	-	\$28,906 (41st in U.S.)
Median HHI	\$33,024	-	-	\$36,200
Avg Wage/Job	\$24,084	-	\$27,721	-
Poverty Level	13.30%	14.20%		
Median Age	37.5			39.9

10

## National/Global Tourism Trends

- International travel is up (more Chinese, Europeans, Canadians coming to U.S., U.S. going abroad)
  - 27 million Chinese traveled abroad 2004; will be 100 million in 2020, joined by 50 million tourists from India
- Future travelers ("Gen Y" and "Millennials") will get travel info from a device attached to their body
- Boomers are driving increase in ATV and snowmobile use (average age of buyers is 56)
- Shopping is the most popular domestic trip activity
- 80% of adult travelers include an historic or cultural activity on their trip



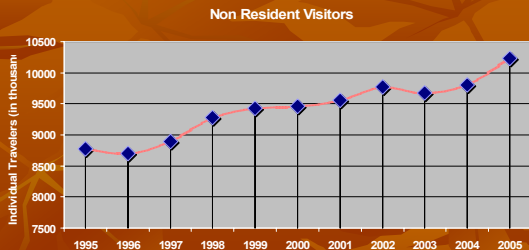
## National/Global Tourism Trends

- Women still make the decisions about travel *destination*, while more men make decisions on the *activities* at the destination
  - Implications for marketing messages at various stages of the decision process
- "Voluntourism" is growing (vacations with meaning, contribution to local destination)
- "Ecotopians" seek natural, undeveloped experiences
- Threat: "Generica" – homogenization of communities and landscapes ("If the destination looks just like home, why go?")



12

## 1995-2005 Montana Non Resident Visitation Trends



13

## Montana Tourism Trends

From 2001 to 2005:

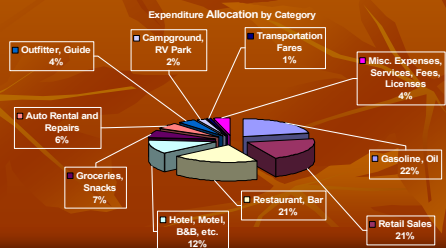
- **Vacation** travelers ↓ from 41% to 34%
- **VFR** travelers ↑ from 14% to 19%
- **Pass-thru** travelers ↑ from 24% to 27%
- Travelers who earn \$100,000+ ↑ 7%
- Number of visitors from ID and WY ↑
- More travelers flew: 30% in 2005, vs. 19% in 2000
- Canadian visitation ↑ 2%, but % overseas flat
- Overnights in commercial lodging ↓ 4%, but overnights at friends/family homes ↑ 8%

14

## Montana Tourism Trends

- Total Lodging Sales rose 24% from 2001 to 2005:

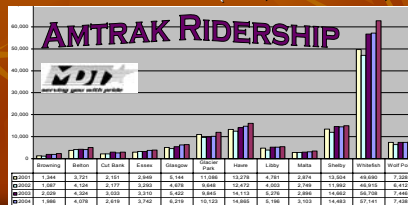
Missouri River Country	34%	Gold West Country	25%
Glacier Country	27%	Russell Country	24%
Yellowstone Country	27%	Custer Country	15%



15

## Montana Tourism Trends

- Total visitors served by Montana VICs ↑ 13% (May-Sept 2002 vs 2006)
- Montana commercial airline enplanements rose 18% from 2001 to 2005
- Amtrak Montana station passengers increased 17% from 2001 to 2005 (117,850 vs 142,783)



16

## Montana Tourism Trends

- Visits to six Montana National Parks increased by 6% from 2001 to 2005



Ft. Union Post	-13%
Grant Kohrs	-13%
Bighorn Canyon	-19%

- Visits to Montana State Parks grew 30% from 2001 to 2005, from 1.34 million to 1.75 million
  - Most of increase is residents: 70% of visitation in 2003, 79% in 2005 due in part to elimination of day use fees
- Use of fishing access sites declined 2001 to 2005
- Visits to the nine Montana National Forests exceed 9 million annually(?)

17

## Montana Tourism Trends

Skier Visits (15 facilities reporting):

- Overall increase of only 9% from 1998-99 season to 2005-06 season
- Decrease of 22% from 2003-04 to 2004-05
- Rebound of 23% in 2005-06 from 2004-05





## Montana Tourism Trends

- Dinosaur Museum – Ft. Peck & Malta
- Dinosaur Trail
- Bear Paw Battlefield Visitor Center
- Cultural Visitor Center – Havre
- Rails to Trails (St. Regis to Taft)
- Copper King Express – Passenger Train
- Continental Divide Trail; Crown of Continent GTI
- Pompeys Pillar Interpretive Center
- Travelers Rest S.P. expansion
- Butte-Anaconda Nat'l Labor Landmark Dist
- RMEF - Missoula



19

## State Marketing Efforts

- Consumer Publications: vacation planner, winter guide, highway map, event calendar, Indian reservations brochure, kid-friendly Montana, L&C
- Electronic Marketing: web sites, Oracle database, VICs, Siebel support/VISITS, blogs, podcasting
- Tourism Development/Education: TIIP and SEGP grants, Cultural Tourism program, Scenic Byways, SuperHost, Governor's Conference, workshops, Visitor Info Centers, Strategic Planning, MTRI
- Overseas Marketing: Rocky Mtn Int'l, trade offices, marketing workshops, lead generation, advertising/promo
- Industry Services: receive/process inquiries, disburse lodging tax funds

20

## State Marketing Efforts

- Publicity, Photography, Public Information: media marketing, regions/CVBs, press coverage dev't, media team dev't, image library, media coverage report, outreach & education, Intranet site, newsletter
- Group Travel: travel trade events, magazine campaign, promotions, fam tours, group tour guide
- Meetings/Conventions: trade show assistance, ad campaigns, Invite-A-Convention, web site
- Montana Film Office: sales calls, ad agency, Big Sky on the Big Screen, directories, direct mail, locations trade show, co-ops, film festivals, scouting
- Consumer Marketing: print/web/TV advertising, MT Kids!, 3Parks, Invite-A-Friend, research, co-ops, direct mail, ski campaign, Sled the Rockies

21

## Region/CVB Target Markets

### Most Common:

- Families
- Empty Nesters/Active Mature
- Outdoor Enthusiasts (age 35+)
- Meeting/Conventions/Tour Groups



### Other:

- Heritage/History
- Travel Writers
- Adventure 19 to 30 year olds
- Campers



## Region/CVB Marketing Efforts

### Common Strategies:

- Marketing: Web Sites, Print Ads, Publications, PR, Trade Shows, Cross Marketing. Some TV ads & billboards.
- Groups / Meetings: FAM - Tours
- Partnerships: Cross marketing, downtown & ED association



23

## Region/CVB Marketing Efforts

### Other Efforts:

- Tourism Infrastructure: Visitor centers, meeting/conf. space, kiosks, rest areas, signage, camping/lodging
- Customer Service: Expand visitor center hours, toll free numbers, hospitality training
- Education/Outreach: Work with Local officials on positive impacts of tourism



24

## Region/CVB Marketing Efforts

### Recognize Need, but Limited Resources:

- Planning: Preserve amenities, address challenges, transportation issues
- Support Services: Tech support for web pages, information tracking, convention planning, crisis management, wireless Internet



25

## Region/CVB Challenges

- Lack of Awareness about attractions/benefits
- Year Round Marketing
- Mis-Perceptions (Glaciers, Fires, Environ.)
- Transportation – Remote, air travel costs, lack of public transportation, gas prices
- Inadequate services (lodging, store hours, signage, meeting space)
- Preserve amenities



## 2003-2007 Strategic Plan

- What's working?
- Challenges?
- Implementation & Reporting – how has it gone?
- How to improve for 2008-2012?



27

## Key Issues & Opportunities?

- New BIG issues for Montana tourism & recreation
- Top tourism & recreation ideas that should be on the "radar screen" in developing the new plan?
- Product development opportunities: private, public, tribal, nonprofit
- Tourism/recreation funding, organizations, management, communication, etc.
- Research & measuring results
- Resource conservation
- Marketing & promotion



28

## Next Steps

- Info-gathering continues...
- Schedule for Regional Outreach Workshops (see draft agenda):
  - Yellowstone Country, Nov. 13, Bozeman
  - Custer Country, Nov. 14, Billings
  - Missouri River Country, Nov. 15, Wolf Point
  - Russell Country, Nov. 28, Great Falls
  - Gold West, Nov. 29, Butte
  - Glacier Country, Dec. 4, Missoula
  - Glacier Country, Dec. 5, Kalispell



29

## Questions?

**MONTANA**  
THE GREAT OUTDOORS

**THANK YOU!!**



30